Employee & Financial Services

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Employee & Financial Services

Vision of Action

The Office of Employee and Financial Services (OE&FS) serves as the administrative and financial arm of the department, providing oversight of the department's budget, audit and finance operations, human resources, administrative policy development, facility management, organizational and human capital management programs and all other administrative functions of the agency.

Administrative functions within an IT organization are one of the most overlooked, yet most critical, aspects impacting organizational success. These are all critical functions for success and therefore must be included and planned for in a strategic sense. OE&FS has a clear vision for the future that can be categorized into five major focus areas:

- Create opportunities to better understand customer needs and enhance accountability
- Workforce: Recruit, retain and recognize a high-performing technological workforce
- Workplace: Establish standards and procedures requiring and equipping a high-performance workforce
- Workforce Development: Support, enable and help drive Michigan's IT plan goals and strategies through our IT workforce
- Vision & Values: Support a culture where employees take pride and responsibility for delivering exceptional service

The office consists of a number of areas focused on serving the needs of both agency management and department employees who partner with Michigan's Department of Civil Service, State Budget Office (SBO) and the Department of Management and Budget (DMB). These employees belong to various parts of the organization as described in the next section.

Overview

Detailed below is an overview of the various functions of the Office of Employee and Financial Services (OE&FS).

Employee Services

Human Resources

This area of OE&FS provides customer service to all of MDIT regarding human resource activities by working closely with Civil Service as well as MDIT Managers and Human Resource Liaisons.

Administrative Services (AS)

AS is responsible for implementation, management and control of such items as MDIT's vehicle fleet, employee travel, as well as policies and procedures.

Human Capital Management (HCM)

HCM provides programs and services to ensure MDIT attracts, supports and retains a high performing workforce.

Financial Services

Budget

Budget is responsible for working with the State Budget Office, state agencies and the legislature in developing the appropriated budget each fiscal year for MDIT. This area of OE&FS works together with the agencies to implement, track and project the activities within the budget during the fiscal year.

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Director, Office of Employee
and Financial Services

Accounting

In partnership with DMB, this area of OE&FS provides invoicing, accounting, financial systems security, payment processing, quarterly financial reporting, financial projections, required annual federal reporting (OMB A-87) and year-end closing services to MDIT programs.

Billing Services

Billing Services provides invoice audit and core billing activities for Telecom and Data Center Services, analyzes and inputs production invoice information into billing interfaces for client billing, develops and maintains billing interfaces in MAIN and provides billing analysis tools and Web-presentation of billing data for customer access and analysis.

Rate Development and Infrastructure Services

This function of OE&FS provides financial analyses and cost modeling for existing and proposed MDIT services. It also assists MDIT management with rate establishment, budget development, long-range financial planning and agency cost related to MDIT Infrastructure Services.

Facilities Management

Facilities provides the guidance and direction for effectively utilizing state resources as it relates to providing office space for our employees.

Asset Management

The IT Asset Management (ITAM) effort gives MDIT the ability to accurately discover, track and manage all IT assets under MDIT's control throughout their lifecycle, from within a single, central Asset Management data repository.

Audit Services

In partnership with the SBO, MDIT's internal audit function assists the MDIT director in ensuring adequate and appropriate internal controls in all aspects of operation. The external audit function provides coordination for all external audits.

Goals and Objectives

OE&FS is responsible for many of the key strategies and actions in Michigan's IT Strategic Plan for making the Michigan Department of Information Technology a great workplace. A number of goals and related objectives are outlined below.

Goal 1: Create opportunities to better understand customer needs and enhance accountability

Whether it is the Department of Natural Resources, the Department of Community Health or any of the other state agencies we serve, our clients want an easy and simple way to pay for the IT services they receive–and they want to understand what they are paying for. That is exactly why our vision is to develop rates and simplify billing for all of the department's services. The vision for rate development and simplification includes the following objectives:

- In partnership with client agencies, enhance the budget planning process
- To improve accountability, design and implement a budgetary tracking and financial reporting system
- To improve customer satisfaction, simplify invoices and increase accessibility to data reporting
- Expand Asset Management to include additional financial functionality and add additional assets to the ITAM Repository

Goal 2: Workforce: Recruit, retain and recognize a diverse, high-performing technology workforce

Employees are the most important part of the organization. We are taking steps to reach out to find, attract and hire the best qualified employees. Investing in employees, and effectively managing the human resources process, is vital to organizational success as we strive to make MDIT the best workplace possible. Looking to the future we are focusing on workforce planning and succession planning programs. These programs are intended to keep us well-positioned for the future. Objectives and related strategies include:

- Attract and retain a competency-based, high-performing workforce: Develop a modern, ongoing recruitment program including an MDIT brand identity
- Work with Civil Service to streamline the selection process and decrease the time it takes to fill positions
- Engage in succession and workforce planning
- Partner with Civil Service to modernize and standardize the classification and pay structure for IT professionals to support attracting and retaining a high performing IT workforce
- Enhance our recognition and award programs

Goal 3: Workplace: Establish standards and procedures requiring and equipping a high-performance workforce

Employees make organizations thrive and it is no different in a state government IT organization. Our employees allow us to find innovative and fresh solutions to the state's challenges. Investing in employees and providing opportunities to work with and meet other employees both at work and outside of the office is vital to organizational success. Objectives and related strategies include:

- Implement best practice workplace tools and technologies and provide a work environment that challenges IT professionals and leverages their expertise
- Provide team-building activities and more opportunities for employees to get to know each other and work together more effectively

Goal 4: Workforce Development: Support, enable and help drive Michigan's IT plan goals and strategies through our IT workforce

The Department uses a professional development strategy to support employees throughout their career. The strategy is centered on the identification and use of critical job roles, competencies and curriculums and the joint development of individual development plans by managers and employees. Training is available via internal and third party resources both in person and online. Managers use centrally designed Leadership Curriculum and the results of their annual 360 review process to identify the skills needed. This area also partners with project teams to assist in development of employees as they transition from one technology to another. Objectives and related strategies include:

- Provide relevant and timely technical, behavioral, project management and certification training opportunities; to foster department-wide innovation and excellence
- Mature our management capability around best practice standardized IT processes to advance efficiency and effectiveness across the enterprise.; including strategic portfolio/contract management, systems development lifecycle, Application Portfolio Management and the Information Technology Infrastructure Library (ITIL)
- Enhance leadership development opportunities for formal and informal leaders

Goal 5: Vision & Values: Support a culture where employees take pride and responsibility for delivering exceptional service

Constantly striving to improve employee engagement and involvement is a key goal of OE&FS. We help encourage a better and more enjoyable workplace by emphasizing the statewide values and delivering programs that help highlight their importance. We believe a focus on improving the way we do business has a significant impact on the workforce. Objectives and related strategies include:

- Support a culture of integrity, innovation, accountability and excellence within MDIT that guides our daily behavior and decision-making

- As stewards of the public trust, state IT employees will be properly trained to protect both physical and information assets

- Continue to enhance and administer the annual MI-360 to provide leaders with an opportunity to receive feedback and to make improvements

- Participate in the annual State of Michigan Vision & Values survey and utilize the results to promote shared statewide values: integrity, excellence, inclusion and teamwork

Employee Services Projects

Employee Services provides customer service to all of MDIT regarding human resources, facilities, vehicle fleet and administrative policies by working closely with MDIT managers/employees and human resource liaisons. Several of the most noteworthy projects include:

PD Standardization Project

Implement standard position description templates to ensure consistent and current job roles and duties are identified for all MDIT employees.

- Standardize position description format and content
- Validate and update current job roles/duties

Office Space Consolidation Project

Several facilities projects are being undertaken to produce cost savings and leverage resources.

- Child Support Enforcement staff move
- E-Michigan staff move
- Application Services and Operations staff consolidation

One Great and Super 8 Innovation

A program to identify and implement process improvements based on employee input.

- Create a survey for all employees to identify eight processes to re-engineer
- Identify and implement process improvements for one great process
- Identify and implement eight small-scale processes based on employee feedback

Human Capital Management (HCM) Projects

This area is focused around programs and projects designed to Select the best people... get them up to speed quickly... and, help them contribute more and stay longer. The area is involved in a number of support and development activities such as providing individual leadership coaching and counseling to leaders, providing leadership development opportunities and new employee orientation. A few of the most promising projects in this area include:

Great Work Place Campaign

A renewed effort is being placed on making the Michigan Department of Information Technology (MDIT) an even better place to work and to empower employees to become more involved as partners in the transformation of state government. This will be a long-term effort across the department. Activities include:

- Creation of an action team of MDIT front-line employees to identify and prioritize great workplace initiatives, assess needs, suggest and implement solutions, and assist with measuring the success of their efforts. Resources will be selected from all levels and all functional areas of the Department.

- Annual administration of the MI 360 evaluation process across MDIT as a useful tool for leaders to gain feedback about their strengths and weaknesses through anonymous employee feedback. MI 360 enhances communication between managers and employees and helps managers better understand their management styles and behaviors to improve productivity in our workplaces.

- Development of the "Executive Connection" initiative whereby top leadership within MDIT will spend time doing the job of front-line employees to better understand employee concerns and issues. The CIO will participate in this effort.

- Coordination of team-building events which will include a department-wide picnic, department golf outing, on-line charity auction, cancer walk/run, afternoon at the minor-league baseball park, employee appreciation week and numerous other events focused on building the MDIT culture of teamwork.

- Creation of an MDIT governance team focused on empowering employees and driving decisions down to the lowest possible level in the organization. This team will focus on the leadership meeting structure within the department, as well as the communication flow between levels of management. Strategic and political issues will remain with the executive leadership, but employees must be empowered to make decisions on day-to-day operational issues.

Student Programs

To foster and develop the department's young talent, the Student Intern Program reaches out to universities and community colleges around the State to recruit students, while securing specialized training and developmental opportunities for the existing MDIT student talent pool.

Informal Leader Program

Informal Leaders play a leadership role on teams, special projects and committees even though they are not currently in a Civil Service supervisory or managerial classification.

The Informal Leadership Program helps develop leadership skills for personal and future career opportunities. However, the program also provides skill enhancement that can be applied immediately. There is no timeline for this program; it is primarily self-paced with several touchpoints with HCM staff.

- The program requires a self-assessment to help them discover if they really want to be a leader, then each participant submits an application documenting why they want to be a leader
- Applicants are interviewed upon entry into the program and a set curriculum of online courses is prescribed to help them develop competencies required by new leaders
- This new program has been well-received; over 50 employees have already participated

New Leader Development Program

This program is designed for all new MDIT leaders. It is highly customized to meet the individual development needs of each participant. This program serves individuals becoming formal leaders for the first time, MDIT leaders taking on a greater role, leaders entering MDIT from other state agencies or outside state government. One of the most unique characteristics of the program is that throughout the program each leader has personal access and regularly scheduled sessions with HCM staff to help ease their transition to management and become a more effective leader.

- Upon appointment, each new leader is formally welcomed to MDIT leadership by the director and the HCM area, where they are asked about their background and provided with an orientation about leadership within MDIT
- New leaders have a Needs Assessment session with their Manager which is used to create a Customized Leadership Development Plan
- Leaders get specialized training in Employee Services/HR, MDIT Finance and Budgeting, Contracts and Procurement, Internal Controls/Risk Overview and Management Fundamentals
- Each new leader meets regularly with HCM staff

Established Leader Program

This leader development track is for MDIT leaders recognized formally by Civil Service. It includes a set of both recommended and optional development opportunities. It also stresses that they work with their direct supervisor to create an individual development program that matches both their needs and the needs of the organization. The leader program helps leaders to:

- Regular communication from HCM, centered on enhancing leadership skills through a variety of opportunities
- Leaders use their annual 360 results to help focus their developmental opportunities
- Attend a technical/professional workshop or conference
- Attend mandatory MDIT Leadership Training such as Coaching, Leadership Essentials, Building Trust or Behaviorally-Based Interviewing
- Leaders also take advantage of leadership consulting services offered by Human Capital Management

Financial Services Projects

Budget & Financial Reporting Project

- Implement a financial reporting tool set to provide MDIT management with more timely financial reporting information beginning with FY 2009

- Provide MDIT Management with ready access to financial information to support decisions

- Enhance financial and budgetary project-reporting capabilities by 2010

Invoice Delivery Enhancements

- Simplify presentation of MDIT invoices for FY 2008

- Provide enhanced delivery methods of invoice and usage data

- Provide tools and training to clients for invoice analysis

Audit Projects

- Managers will receive enhanced training on audit requirements and their role in the audit process, such as Federal Information System Controls Audit Manual (FISCAM) and the Internal Control Evaluation (ICE) beginning with FY 2008

- Enterprise Service Team (EST) Core Team members will report on the status of implementation of corrective action items resulting from audit findings

- Enhance effort to proactively work with MDIT management and the Office of Auditor General (OAG) to address audit concerns

Asset Management Projects

ITAM gives MDIT the ability to accurately discover, track and manage all IT Assets under MDIT's control throughout their lifecycle, from within a single, central Asset Management data repository.

- Conduct a computer leasing pilot beginning in FY 2008

- Incorporate capital asset schedules into the ITAM repository in order to streamline accounting processes and enhance capability to report on IT assets, beginning in FY 2008
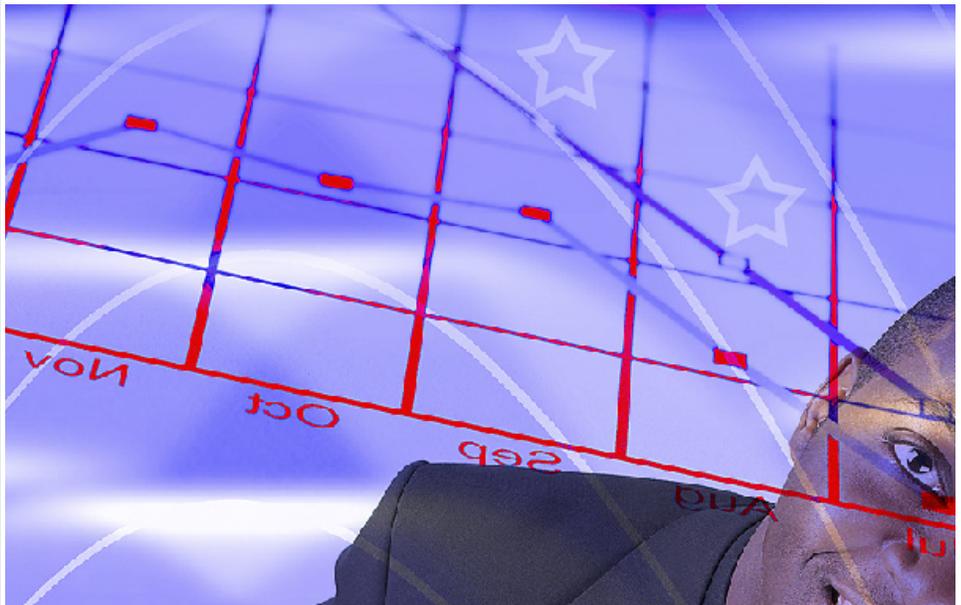
Metrics and Measures

Our measures of success are dependent on feedback from our customers and employees. The specific projects included in our Metrics and Measures will provide an additional baseline for measurement of our progress toward our identified goals.

Goal 1: Create opportunities to better understand customer needs and enhance accountability

- Budget planning process enhanced for the 2010 budget cycle
- Budgetary tracking and financial reporting system implemented in 2008
- Invoices simplified and customer accessibility to data reporting increased in 2008
- Asset Management expanded to include additional financial functionality and add additional assets to the ITAM Repository by 2008

Goal 2: Workforce: Recruit, retain and recognize a diverse, high-performing technology workforce

- A modern, ongoing recruitment program including an MDIT brand identity developed in 2008
- Succession and workforce planning strategy implemented by 2010
- Partner with Civil Service to modernize and standardize the classification and pay structure for IT professionals to support attracting and retaining a high performing IT workforce (Ongoing)

Goal 3: Workplace: Establish standards and procedures requiring and equipping a high-performance workforce

- Best practice workplace tools and technologies implemented (Ongoing)
- Team-building activities and other opportunities for employees to get to know each other and work together more effectively provided by 2009

Goal 4: Workforce Development: Support, enable and help drive Michigan's IT plan goals and strategies through our IT workforce

- Technical, behavioral, project management and certification training opportunities provided by 2009 and ongoing
- Mature best practice standardized IT processes including strategic portfolio/contract management, systems development lifecycle, Application Portfolio Management and the Information Technology Infrastructure Library (ITIL) implemented by 2010
- Leadership development opportunities for formal and informal leaders enhanced in 2009

Goal 5: Vision and Values: Support a culture where employees take pride and responsibility for delivering exceptional service

- A culture of integrity, innovation, accountability and excellence within MDIT is supported that guides our daily behavior and decision-making (Ongoing)
- State IT employees properly trained to protect both physical and information assets (Ongoing)
- Continue to enhance and administer the annual MI-360 to provide leaders with an opportunity to receive feedback and to make improvements (Ongoing)
- Participate in the annual State of Michigan Vision & Values survey and utilize the results to promote shared statewide values: integrity, excellence, inclusion and teamwork (Ongoing)